



October 06, 2026

To,
National Stock Exchange of India Limited
Corporate Action Department
Exchange Plaza, C-1 Block G,
Bandra Kurla Complex, Bandra (E),
Mumbai – 400051
Symbol: ARCIL

To,
BSE Limited
Corporate Relationship Department
Phiroze Jeejeebhoy Towers,
Dalal Street, Fort,
Mumbai - 400 001
Scrip Code: 544921

Dear Sir/Madam,

Subject: Investor Presentation under Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the “SEBI Listing Regulations”).

In accordance with Regulation 30 read with Schedule III Part A Para A of the SEBI Listing Regulations, enclosed herewith the Investor Presentation along with performance highlights of the Company for the quarter ended June 30, 2026.

The aforesaid information is also available on the website of the Company at <https://www.arcil.co.in/about-us/corporate-governance>.

We request you to take the above on record.

Thanking you,

For Asset Reconstruction Company (India) Limited

AMEET
ASHOK
KELA

Digitally signed
by AMEET
ASHOK KELA
Date: 2026.10.06
22:48:52 +05'30'

Ameet Ashok Kela
Company Secretary and Compliance Officer
Membership No.: F7934

Encl: as above

Asset Reconstruction Company (India) Limited

Investor Presentation

Q1 FY27

6th October 2026



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This Presentation has been prepared by the Company based on information and data which the Company considers reliable, but the Company makes no representation or warranty, express or implied, whatsoever, and no reliance shall be placed on, the truth, accuracy, completeness, fairness and reasonableness of the contents of this Presentation. This Presentation may not be all inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of, or any omission from, the Presentation is expressly excluded.

This Presentation contains certain forward-looking statements concerning the Company’s future business prospects and business profitability, which are subject to a number of risks and uncertainties, and the actual results could materially differ from those in such forward-looking statements. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding fluctuations in earnings, our ability to manage growth, competition (both domestic and international), economic growth in India and abroad, ability to attract and retain highly skilled professionals, time and cost overruns on contracts, our ability to manage our international operations, government policies and action regulations, interest and other fiscal costs generally prevailing in the economy. The Company does not undertake to make any announcement in case any of these forward-looking statements become materially incorrect in future or update any forward-looking statements made from time to time by or on behalf of the Company.

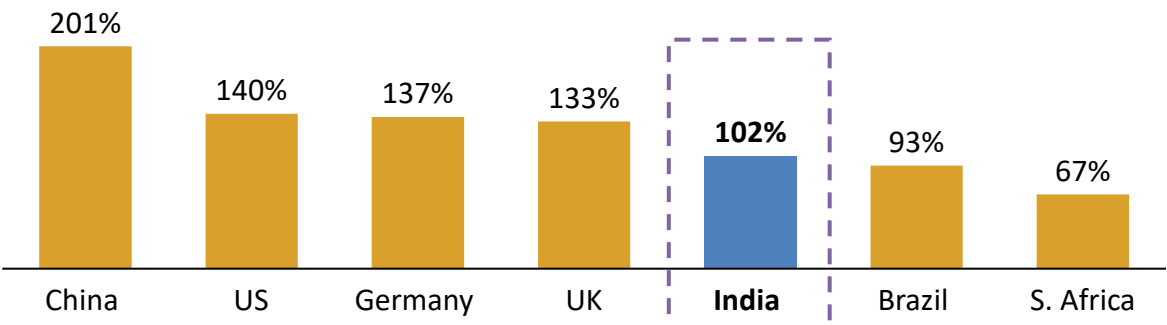
Industry Opportunities



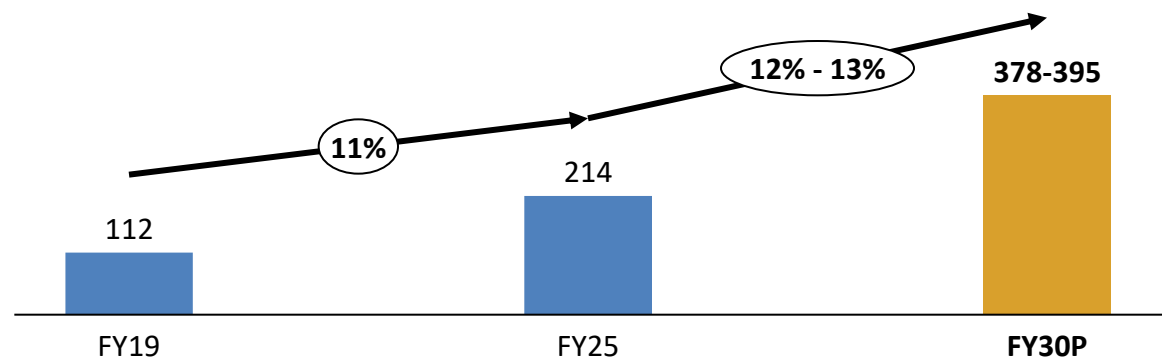
India a Growing Credit Market

Overall Credit¹ to GDP Growth

India's modest credit to GDP to offer strong runway for credit growth

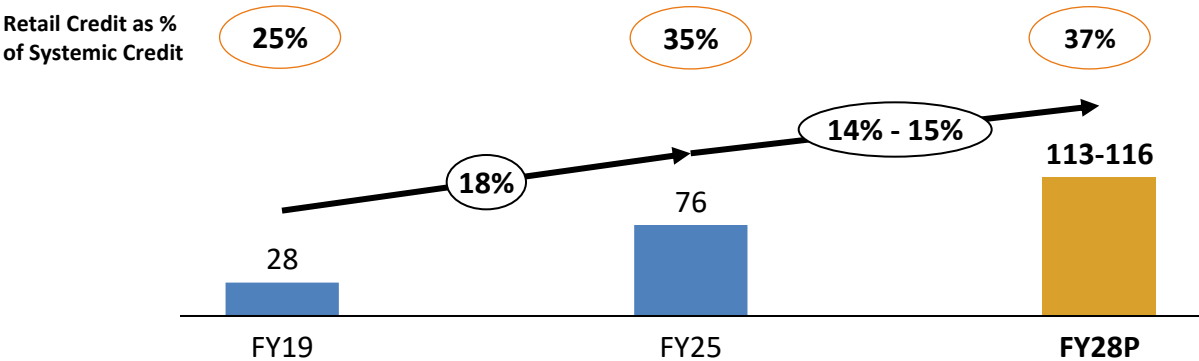


Growth Trend in Systemic Credit² (Rs. Tn) over the years

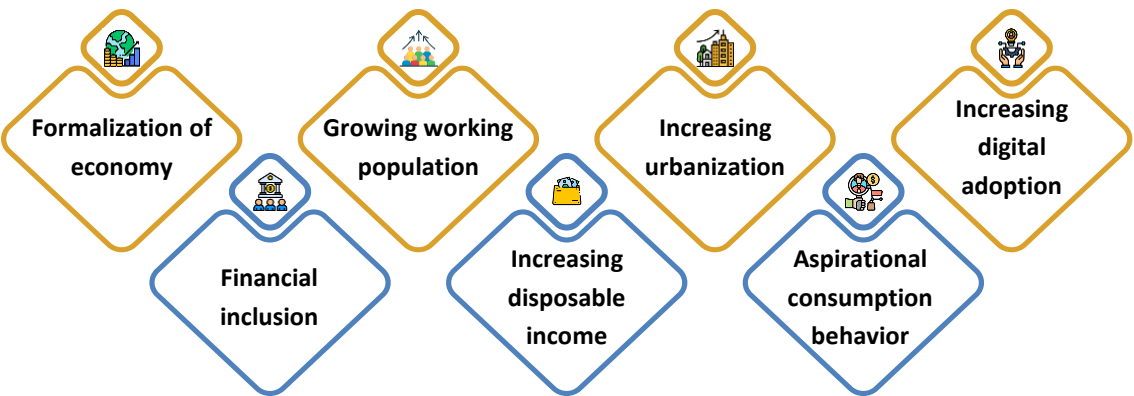


Retail Credit³ (Rs. Tn)

Growth trend in Retail Credit over the years



Factors supporting retail credit growth



Financial inclusion on a fast path in India which will aid long term growth for financial institutions

Source: Industry report titled "Analysis of Asset Reconstruction Industry in India" dated August 2026 ("CRISIL Industry Report")

Notes

1. Credit refers to total credit to the private non-financial sector

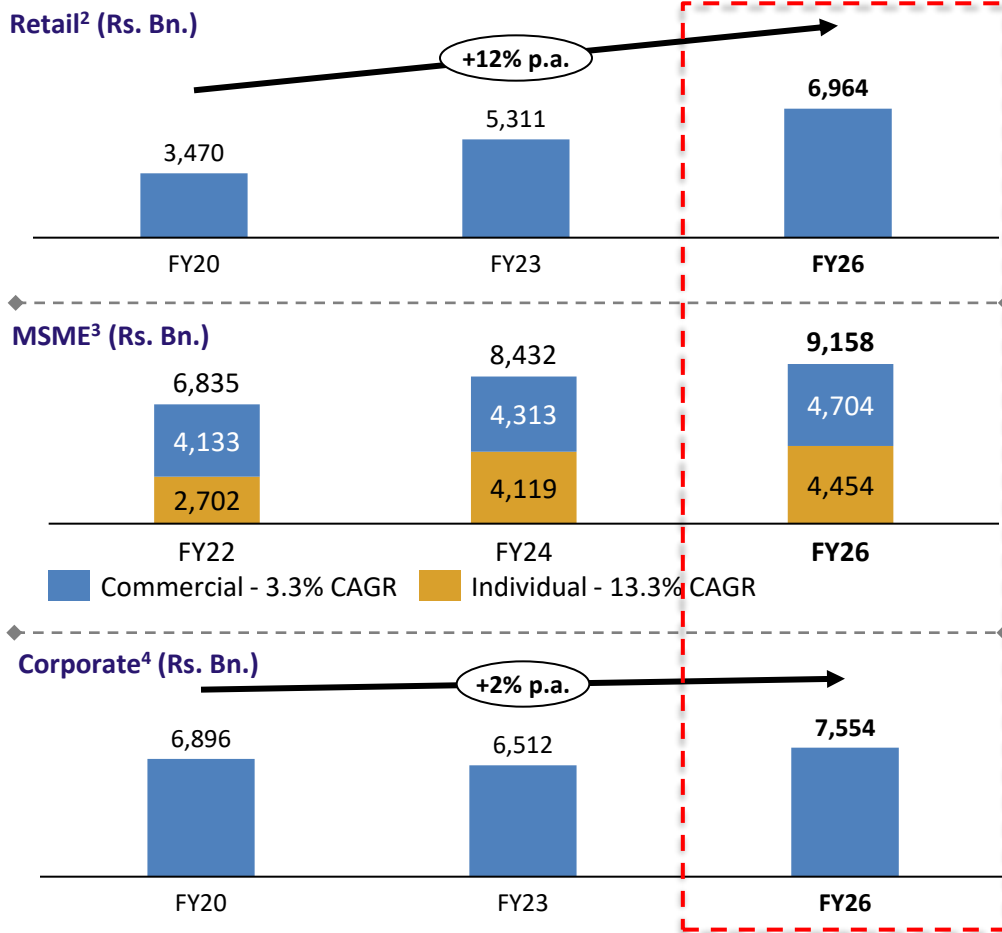
2. Systemic Credit: Domestic banking credit (after deduction of bank lending to NBFC) and NBFC credit

3. Retail Credit: Personal loans (under SCBs) and Retail Loans (under NBFCs) together

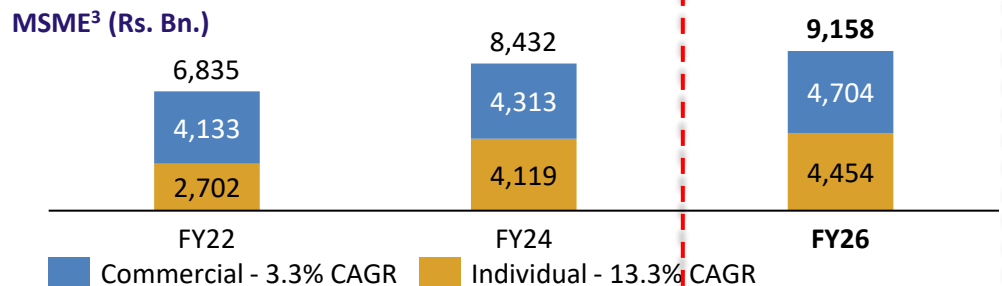
Stress Grows with Credit, a Structural Opportunity in Every Cycle

Overall Stressed Assets Outstanding is Large*
across Banks¹ and NBFCs across Lending Segments

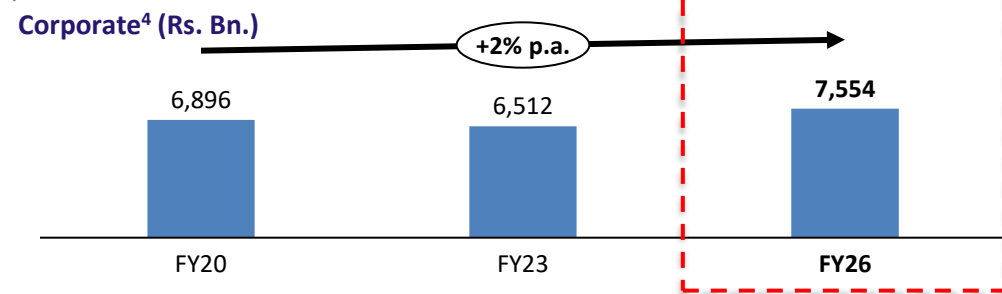
Retail² (Rs. Bn.)



MSME³ (Rs. Bn.)



Corporate⁴ (Rs. Bn.)

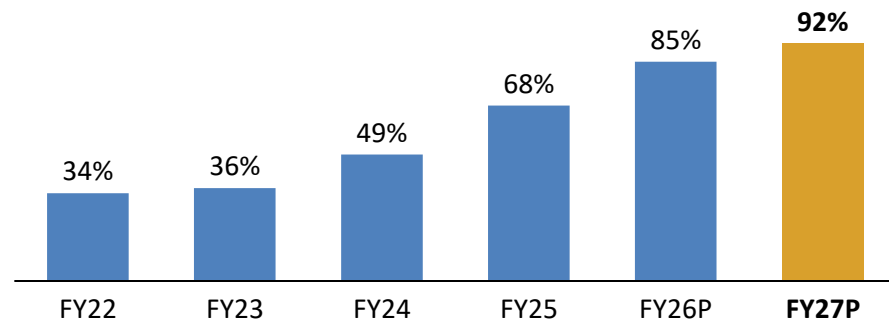


*Includes SMA0, SMA1, SMA2, NPA and Write offs

Total Available
Stress in the
Industry is
~Rs. 23 Lakh Cr.
Including ~Rs. 12
Lakh Cr. of
written off book#.

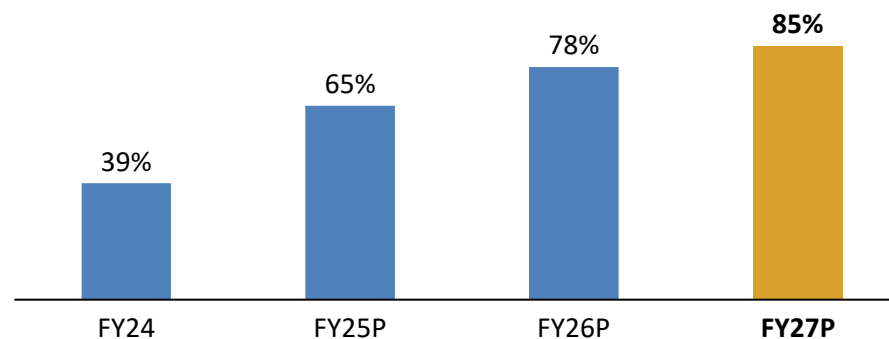
#Written off does not appear in the
NPA reporting of Banks / NBFCs

Improving Recovery Rates* of ARCs



*Cumulative recovery rate = Cumulative gross recoveries / Cumulative SRs issued

Cumulative redemption rates of Retail assets have improved
significantly



ARCs are one of the most robust channels available for Banks/Financial Institutions to dispose of their stressed assets

Source: CRISIL Industry Report

Note: Figures in Rs. Bn are rounded off

1. Small Finance Banks are not included in Banks

2. Retail portfolio here includes Housing Loan, Vehicle Loans (Used car, Auto loans), Consumer loans,

3.

Credit cards, Student Loan and Personal Loans (Personal loan and short-term personal loan)

MSME segment (individual) here includes Business Loans (General), Business Loans (Secured),

Business Loans (Unsecured), Commercial Vehicle Loans, Commercial Equipment Loans, Loans against 5.

Property (LAP); Commercial bureau data (<=Rs50 cr. loans exposure) is considered as MSME segment

(commercial) here

Commercial bureau data (>Rs. 50 cr. loans exposure) is considered as corporate segment here

* SSAF (Securitization of Stressed Framework – draft of this framework was released by RBI in April

2025)

ARCIL's Position in India's ARC Industry



FY26 – Key Performance Highlights

~Rs. 1.32 Lakh Cr.*

Total Dues Outstanding
at the time of
Acquisition against
Outstanding AUM

~Rs. 20,150 Cr.*

Asset Under
Management



~Rs. 4,409 Cr.

ARCIL's Investment in
AUM

~Rs. 2,577 Cr.

Net Own Funds

~Rs. 5,959 Cr.

Total Acquisition



~Rs. 3,484 Cr.

Total Recovery

~Rs. 750 Cr.

Total Income

~Rs. 408 Cr.

Profit After Tax



~10.6%

Return on Assets

~14.0%

Return on Equity

Credit Rating : ICRA AA– Stable | CRISIL AA– Stable

*AUM is 15.3% of the Dues Outstanding at the time of acquisition being currently managed

Figures may not add up due to rounding off

About ARCIL | Pioneer of Asset Reconstruction in India

A two-decade old resolution platform with first mover advantage

2002

India's first incorporated ARC - successfully navigated an evolving regulatory landscape

2008

Successfully acquired and resolved retail loans since 2008

Verticals

Present across three verticals - Corporate, retail, SME and others

IBC

Among the few ARCs to maintain RBI-prescribed NOF to act as a Resolution Applicant under IBC

Tech-Driven

Implemented an IT infra to build a scalable and efficient operating model

Ownership Structure – 30th September 2026



Promoter & Promoter Group Public

Backed by Marquee Promoters such as Avenue India Resurgence Pte. Ltd. and State Bank of India

Largest Private ARC in India by AUM, Profitability and Market Share.



ARCIL's MOAT

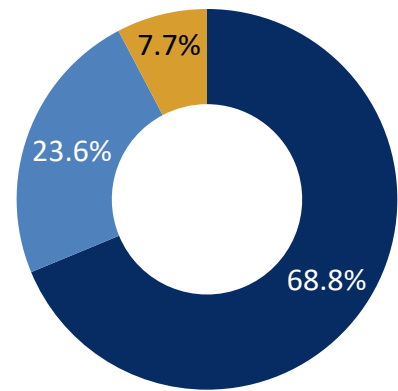
Expertise in Acquiring Stressed Assets with increasing investment in SRs.

Ability to Implement Resolution Strategies & a Robust Collections Framework

Effective use of Technology and Data Analytics to Improve Efficiency

Strong PAN India on ground network behind two decades of recovery.

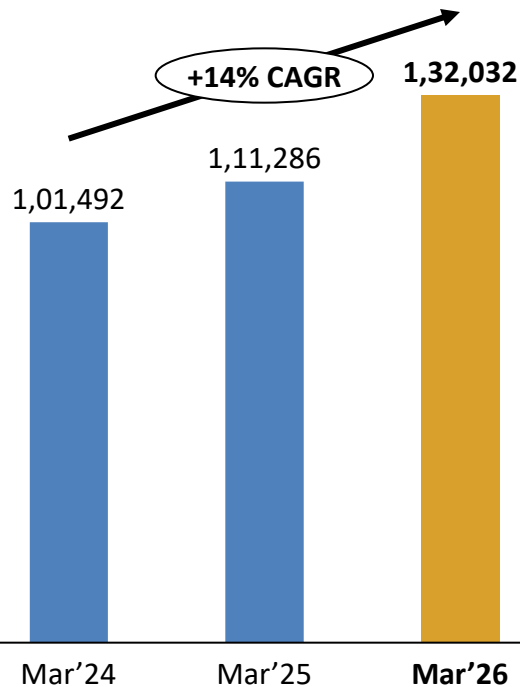
AUM Mix (%) – FY26



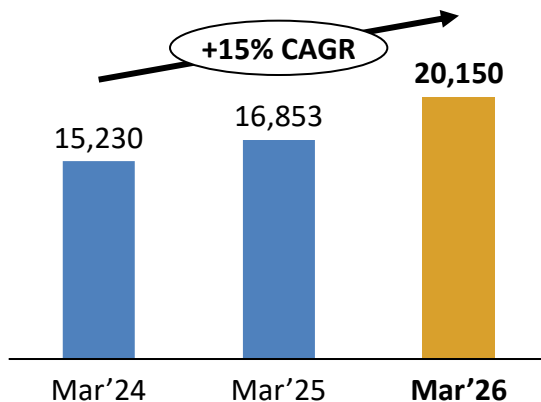
Corporate Retail SME

Consistent Financial & Operational Performance

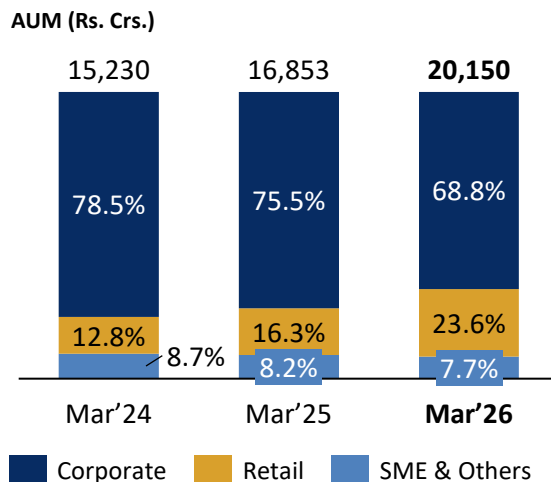
Total Dues Outstanding at the time of Acquisition against Outstanding AUM (Rs. Cr.)



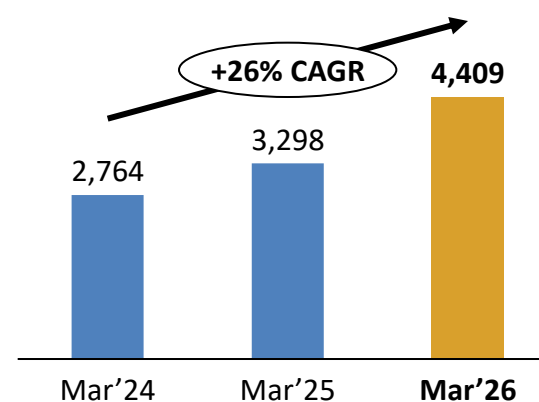
Asset Under Management (Rs. Cr.)



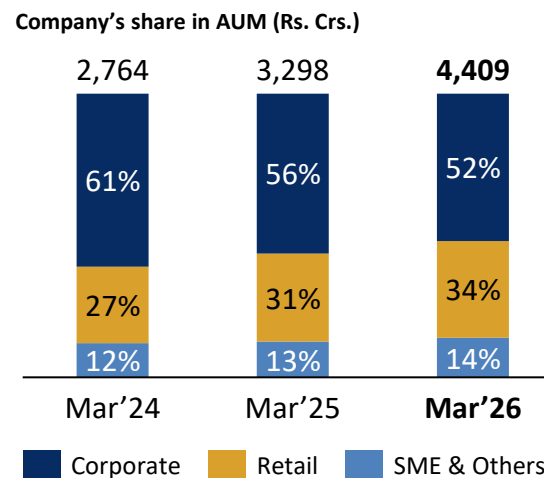
AUM by Business Vertical (%)



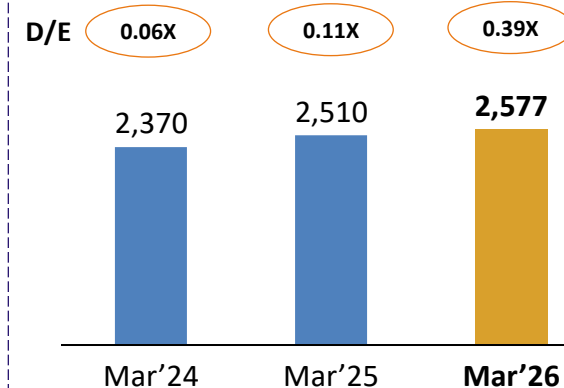
ARCIL Investments in AUM (Rs. Cr.)



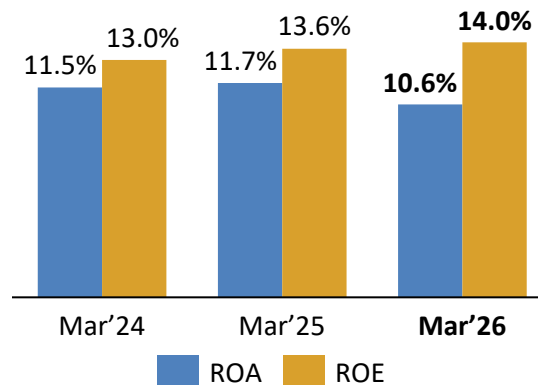
Investments by Business Vertical (%)



Net Owned Funds | Debt to Equity

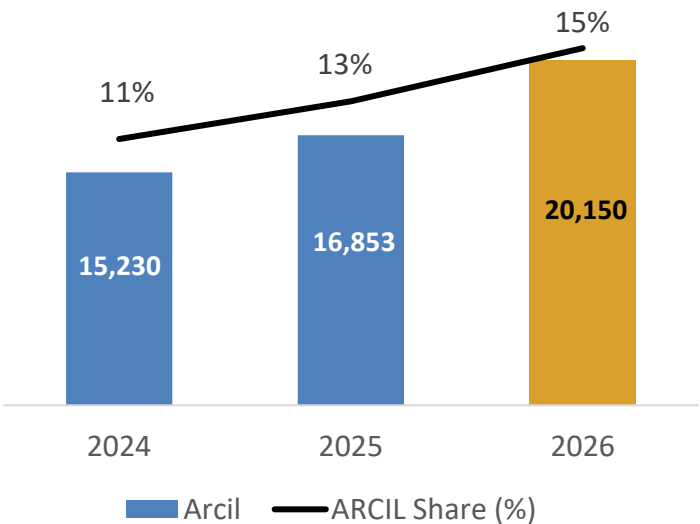


ROA / ROE (%)



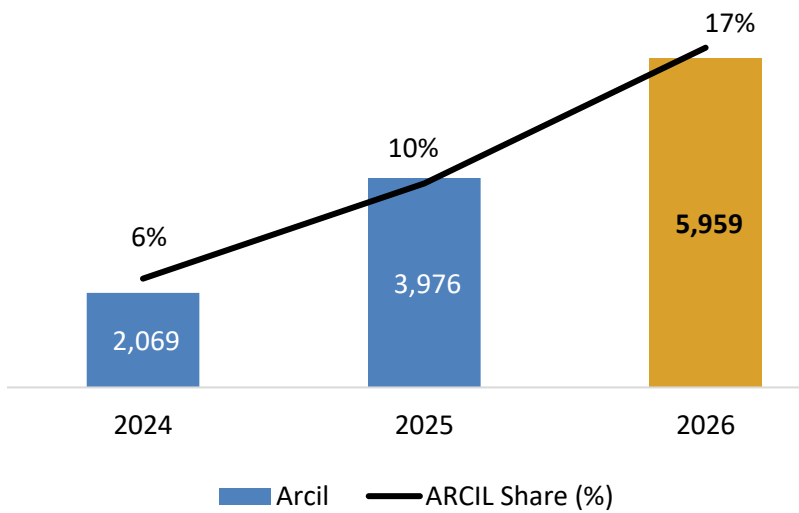
ARCIL's Growing Market Share

ARCIL's AUM Share in the Industry (Rs. Cr.)



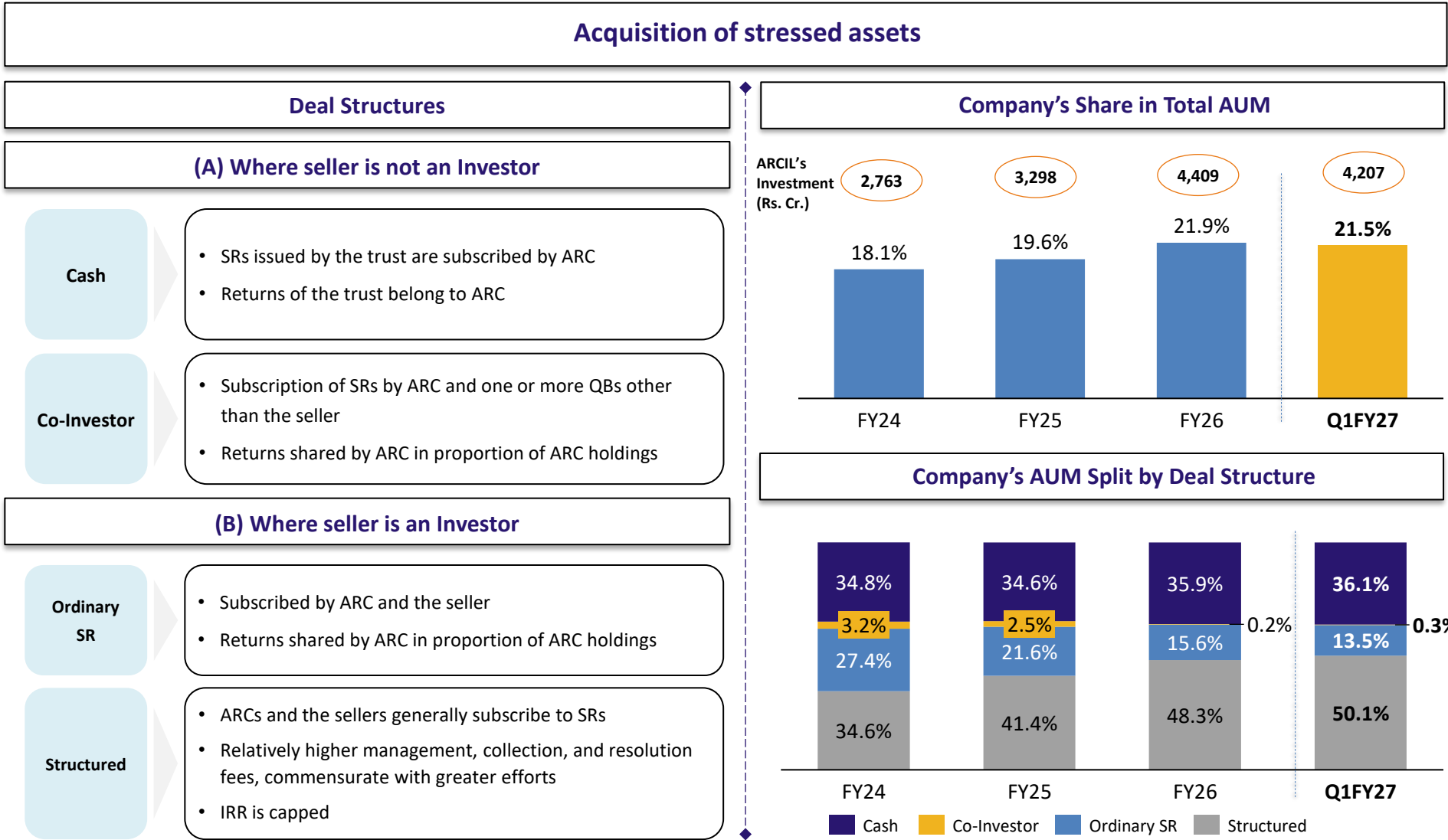
Year	ARCIL	ARC Industry	ARCIL Share (%)
Mar'24	15,230	1,38,429	11%
Mar'25	16,853	1,34,178	13%
Mar'26	20,150	1,36,554	15%

ARCIL's Acquisition Share in the Industry (Rs. Cr.)



Year	ARCIL	ARC Industry	ARCIL Share (%)
Mar'24	2,069	37,236	6%
Mar'25	3,976	38,139	10%
Mar'26	5,959	34,350	17%

Expertise in Acquiring Stressed Assets With Increasing Investment in SRs



General Sources of Revenue

- ### I Management Fee

 - Fee is typically charged from trust by ARC to manage the SRs portfolio
 - This is as a percentage (e.g., 1.5% to 2%) of the outstanding NAV of the SRs
- ### II Upside Income

 - Income earned by ARCs over and above the acquisition cost
 - Recognised only after full redemption of SRs and shared with investors (in SRs) as per agreed commercials
- ### III Interest Income

 - Interest on loans where ARCs have taken over borrower accounts (includes restructured)
 - Interest on investments in various financial instruments
- ### IV Write Back

 - Recoveries made in respect of SRs (and fees) which were written-off (or were provisioned for)

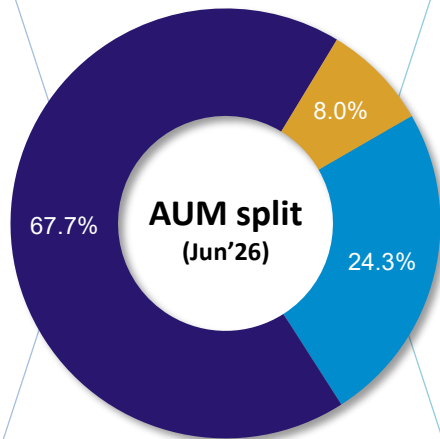
Growing Investment in the Business; 36.1% of ARCIL's Outstanding Investments is in All Cash Acquisitions

Ability to Implement Resolution Strategies & a Robust Collections Framework

Resolution strategies to maximize recovery

Corporate, SME and Others

- Restructuring / rescheduling the debt
- Sale of underlying assets under the SARFAESI Act and DRT
- Resolution through NCLT route under the IBC, 2016
- Collections through in-house team where they engage with borrowers to recover dues through negotiations or enforcement



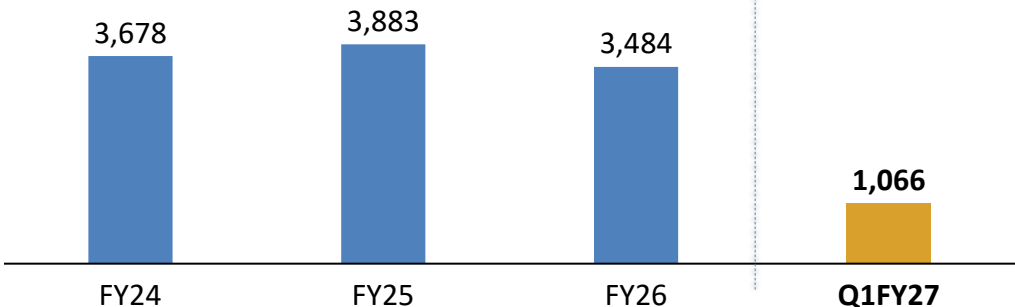
Retail

- Skip tracing – digital tracking and intelligence tools to locate absconding or unresponsive borrowers
- Digital collection platform – CRM tool
- Field visits and monitoring
- Data analytics – segmentation and prioritizing accounts based on risk and potential for recovery
- Combination of in-house collection managers, legal officers and external collection agencies spread across 24 states.
- Collections process driven by policies for resolutions, restructuring and sale of assets

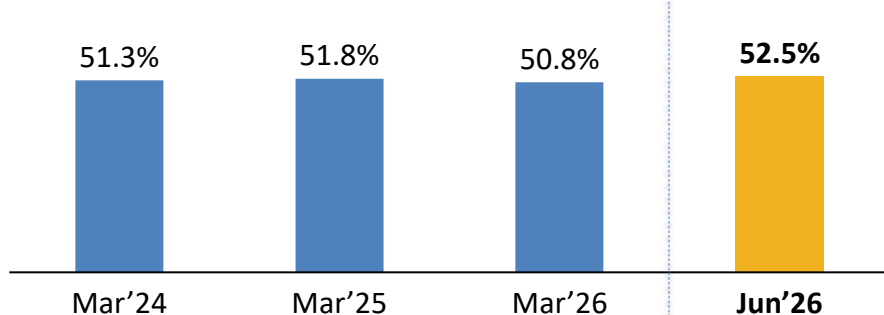
■ Retail ■ Corporate ■ SME & Others

Effectiveness of our collections framework is reflected in...

Collections (Rs. Cr.)



Cumulative SR Redemption Ratio (%)*



Figures may not add up due to rounding off

FY26 | Acquisition & Recovery Highlights

Rs. 20,150 Cr.

Total AUM
(~20% YoY)

Rs. 5,959 Cr.

Total Acquisitions
(+50% YoY)

~Rs. 25,000 Cr.

Total Dues of the Acquisitions
During FY26

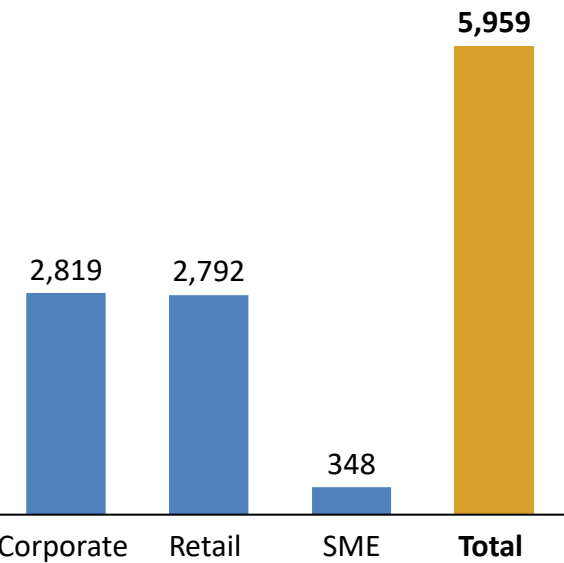
Rs. 2,023 Cr.

ARCIL Investment in Acquisitions
(+58% YoY)

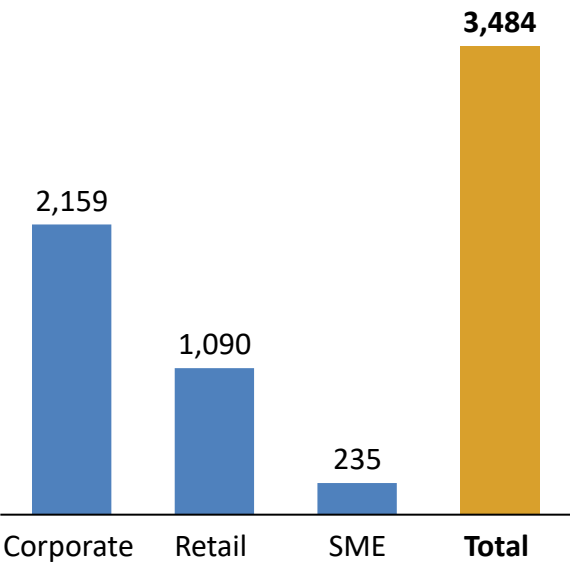
Rs. 3,484 Cr.

Total Recovery
(-10% YoY)

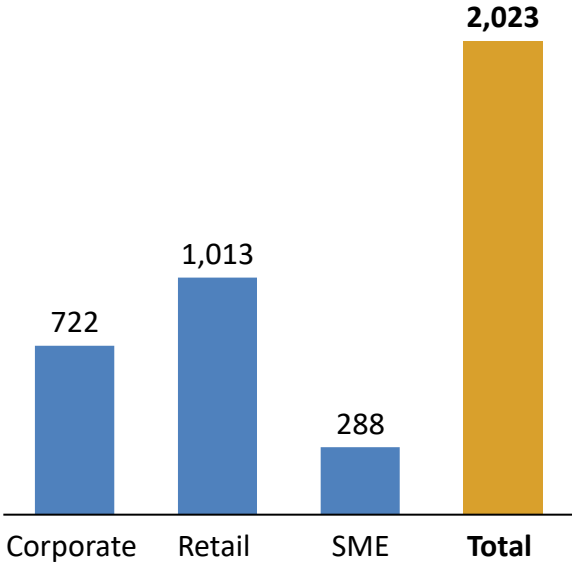
**FY26 Acquisition by vertical
(Rs. Cr.)**



**FY26 Recovery by vertical
(Rs. Cr.)**



**FY26 ARCIL Investments
(Rs. Cr.)**



Rs. 750 Cr.

Total Income
(+21% YoY)

Rs. 550 Cr.

PBT
(+15% YoY)

Rs. 408 Cr.

PAT
(+15% YoY)

Figures may not add up due to rounding off

Effective use of Technology and Data Analytics to Improve Efficiency

Core Platforms

Proprietary platform

- Asset tracking
- Case management
- Compliance monitoring

Loan management system

- Online settlement offers
- Restructuring proposals

Data Analytics

Data analytics

- Proprietary scorecards
- CIC scrubs, Skip Tracing
- Predicting risk profile, probability of recovery and decision making
- Customer Segmentation

Communication analytics

- Tracking and enhancing borrower communication
- Borrower segmentation; payment prioritization; legal actions
- AML, FATF and PEP certifications; relevant loans tagged accordingly

Action & Collections

Automation

- Once settlement proposals are approved, one-time settlement letters are sent using automated email and automated SMS.

Collection

- Geo-tracking
- UPI and QR code based payments
- Generation of heat maps
- Risk models

Strong PAN India on Ground Network Behind Two Decades of Recovery

Relationship with lenders*

53

NBFCs

18

HFCs

33

Private
Banks

28

Public Sector
Banks

4

Insurance
Companies

3

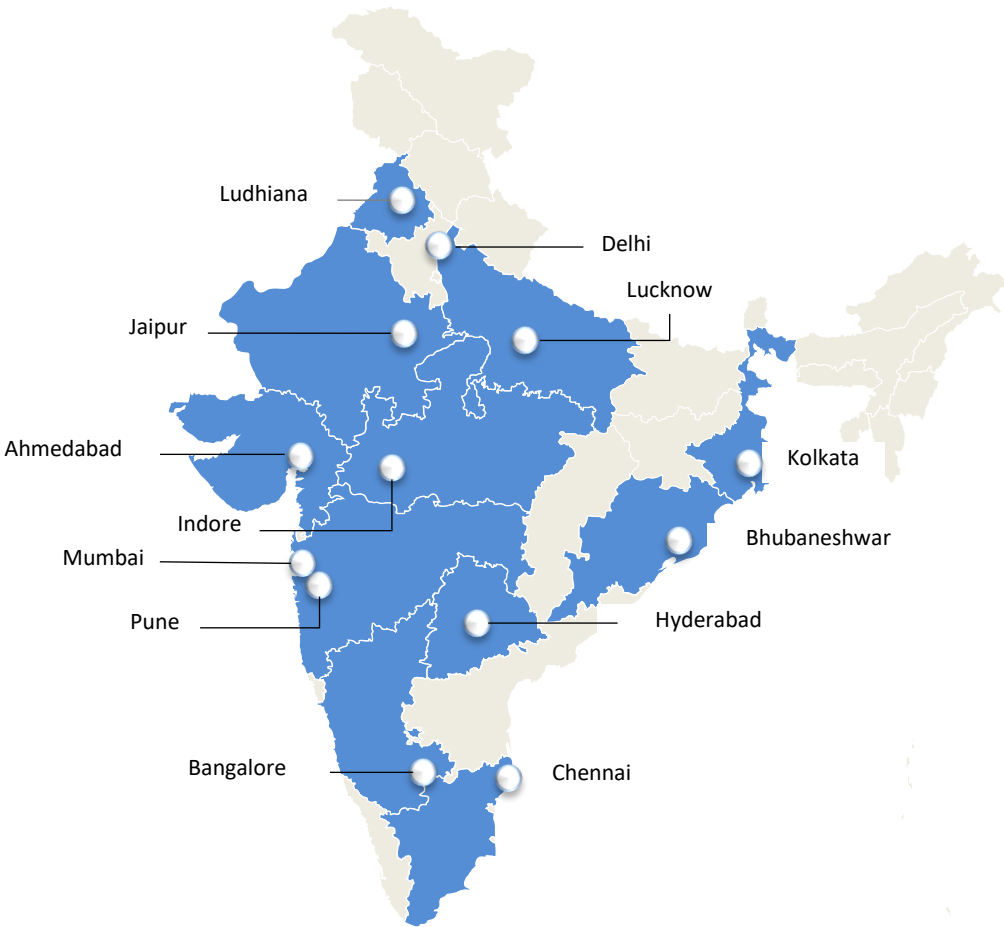
Financial
Institutions

2

Co-operative
Banks

*Since inception; Multiple companies have since merged

Presence through our offices in 12 states



12

States



13

Offices



988

Lawyers



206

Collection Agencies



218

Registered Valuers

Data as of Mar'26

Managing > 3.29 Mn. Retail Borrowers on the Tech Platform

Five Strategies to Drive Growth, Efficiency and New Business Opportunities

01

Increase the proportion of our Retail, SME and Other Loans

- Intend to increase the proportion of Retail and SME and other loans.
- This increase in AUM has resulted in an increase in the number of retail borrowers on our platform by **227.32%, from 1 Mn. as of March 31, 2024, to more than 3.29 Mn. as of March 31, 2026**

02

Continue to grow our corporate loans business

- Acquiring stressed corporate assets for over two decades and will continue to focus on growing our Corporate loans business by targeting credit-worthy mid-sized stressed assets

03

Continue to focus on Effective Use of Technology and Data Analytics to improve operational efficiency

- Implemented different technology platforms and tools to assist us with the key functions of our business right from portfolio acquisitions, credit assessments, pricing to collections

04

Strengthen our retail loan collection capabilities

- A robust collection infrastructure which involves a combination of in-house collection managers, legal officers and external collection agencies spread across 24 states in India to ensure efficient recovery from both secured and unsecured pools

05

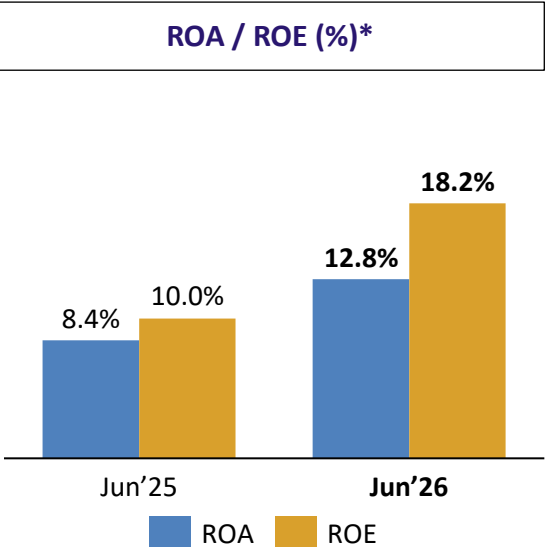
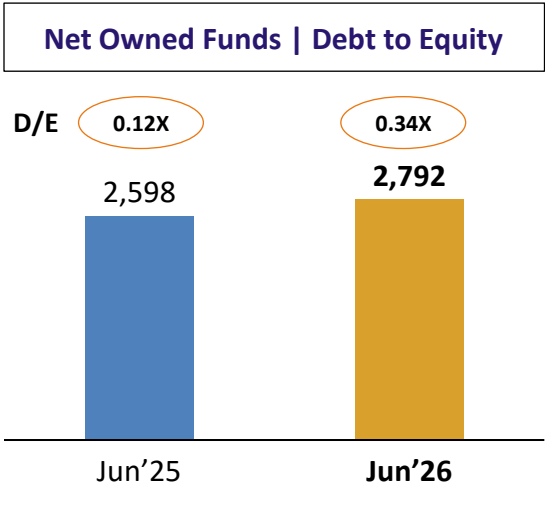
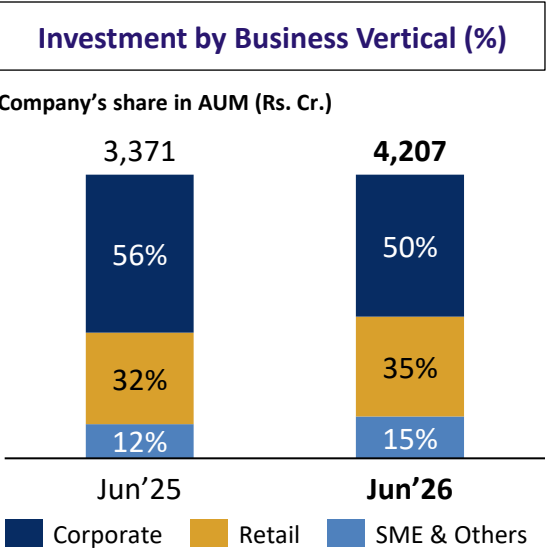
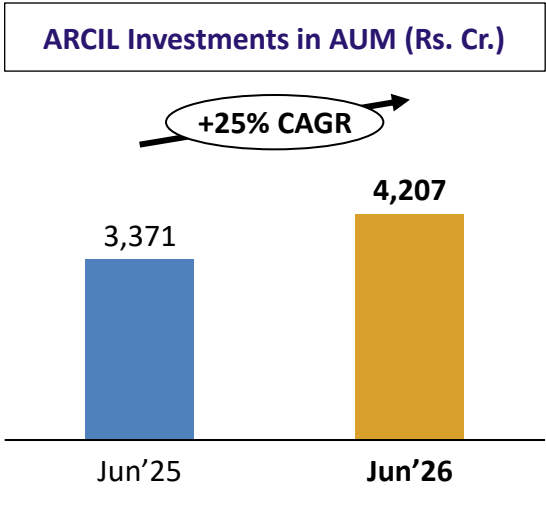
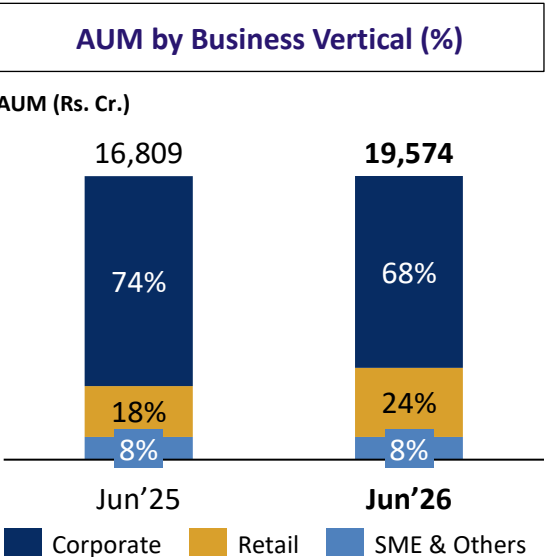
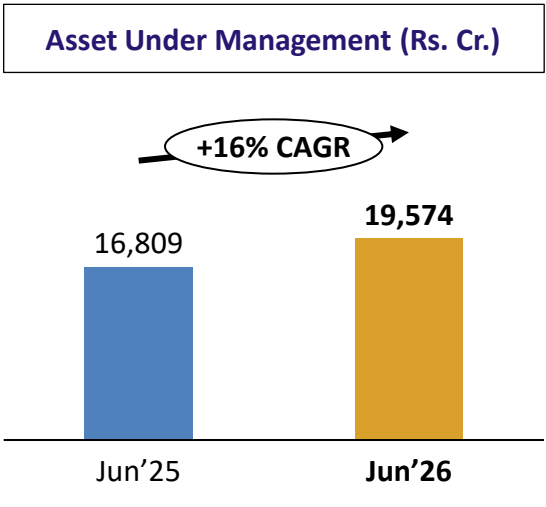
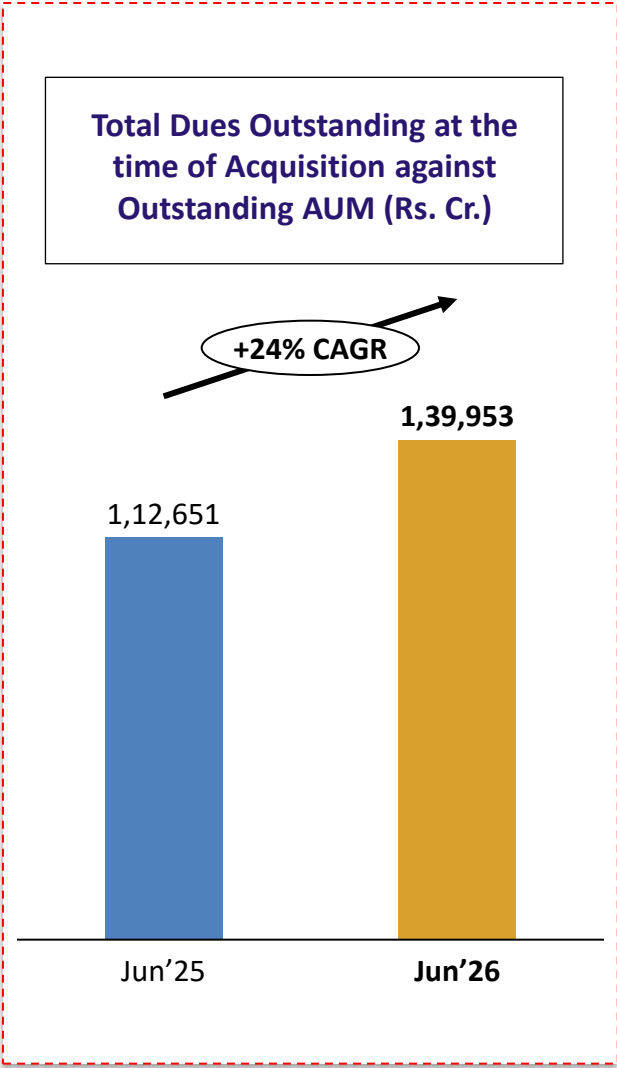
Pursue New business opportunities

- Intend to offer our collection services for retail loans to banks and collect outstanding amounts from borrowers on their behalf
- Intend to expand our AUM and grow our business by purchasing stressed assets from Microfinance Institutions

Q1FY27 Operating & Financial Performance



Q1 FY27 - Standalone Financial and Operational Performance



*annualised

Figures may not add up due to rounding off

Q1 FY27 - Standalone Statement of Profit and Loss

Particulars (Rs. Cr.)	Q1FY27	Q1FY26	Y-o-Y	FY26	FY25	Y-o-Y
Revenue from Operations						
Fees and Other Income	118.0	57.9		280.1	171.9	
Other Operating Income (Investment Income)	9.6	16.1		191.3	192.3	
Recovery of Security Receipts, Unrealized Fee & Expenses (written off earlier)	120.1	3.2		65.9	100.0	
Interest Income	2.7	13.6		20.6	13.8	
Net Gain on Fair Value Changes-Unrealised*	23.6	29.5		159.6	112.8	
Total Revenue from Operations (I)	274.0	120.2	128%	717.5	590.8	21%
Other Income (II)	2.0	8.3		32.0	27.0	
Total Income (III=I+II)	276.1	128.5	115%	749.5	617.8	21%
Expenses						
Finance Costs	25.0	3.2		36.2	12.5	
Impairment, Depreciation & Amortisation	23.0	2.9		10.3	6.1	
Employee Benefits Expenses	21.4	13.6 [#]		63.6	60.9	
Write off of Security Receipts, Unrealized Fee & Expenses*	3.0	7.9		51.2	31.1	
Other Expenses	11.3	7.5		38.5	30.0	
Total Expenses (IV)	83.6	35.1		199.8	140.5	
Profit before tax (V=III-IV)	192.4	93.5	106%	549.7	477.2	15%
Total Tax Expense (VI)	49.3	24.4		141.9	121.9	
(Loss) / Profit for the period (VII=V-VI)	143.1	69.1	107%	407.8	355.3	15%

Q1FY27 - Earnings Commentary:

- **Strong earnings growth:** Total income increased **115% YoY to Rs. 276.1 Cr.**, while PAT increased **107% YoY to Rs. 143.1 Cr.**
- **Fee income remained strong:** Fees and Other Income more than doubled to **Rs. 118.0 Cr.** from **Rs. 57.9 Cr.** in Q1 FY26.
- **Recovery of previously written-off SRs, unrealised fees and expenses** contributed **Rs. 120.1 Cr.** during the quarter, compared with **Rs. 3.2 Cr.** in Q1 FY26.
- **PBT increased 106% YoY to Rs. 192.4 Cr.**, despite higher finance costs and impairment during the quarter
- PAT margin remained healthy at approximately **52% of total income.**

*Note: *Net of Fair Value Impact of regulatory write offs which completed 8 Years during the period*

[#]Net of 3.5 Crs of reversal of excess provision pertaining to previous year

June 2026 - Standalone Statement of Asset and Liabilities

**~88% to 92% of the balance sheet is invested in SRs*

Assets (Rs. Cr.)	June'26	Mar'26
Financial assets		
Cash and Bank Balance	252.7	98.8
Trade Receivables	78.2	122.4
Loans	20.5	19.9
Investments*	3,964.8	4,024.7
Other Financial Assets	39.2	33.1
Total Financial Assets	4,355.4	4,298.9
Non-financial Assets		
Current Tax Assets (Net)	49.6	56.0
Property, Plant and Equipment	40.0	40.3
Other Non-Financial Assets	65.8	65.6
Total Non-financial Assets	155.4	162.0
TOTAL ASSETS	4,510.8	4,460.9

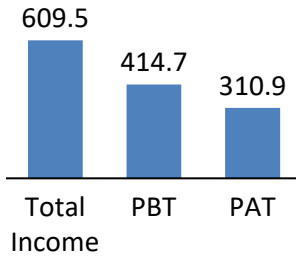
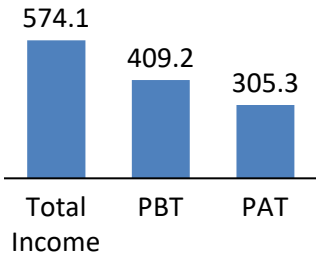
Liabilities & Equity (Rs. Cr.)	June'26	Mar'26
Financial Liabilities		
Borrowings (other than Debt securities)	1,100.3	1,205.5
Other Financial Liabilities	34.1	27.5
Total Financial Liabilities	1,134.4	1,233.0
Non-financial Liabilities		
Deferred Tax Liabilities (Net)	98.3	104.8
Other Non-Financial Liabilities / Provisions	55.8	43.7
Total Non-financial Liabilities	154.1	148.5
Equity		
Equity Share Capital	324.9	324.9
Reserves and Surplus	2,897.4	2,754.5
Total Equity	3,222.3	3,079.4
TOTAL LIABILITIES AND EQUITY	4,510.8	4,460.9

Why Standalone Financials are More Relevant for the ARC Business

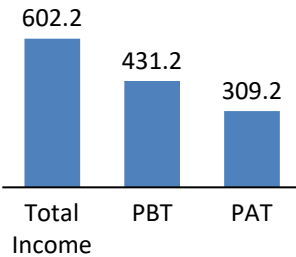
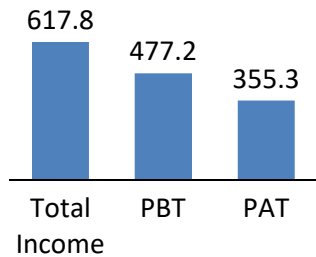
Standalone Performance (Rs. Cr.)

Consolidated Performance (Rs. Cr.)

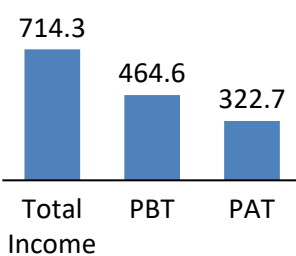
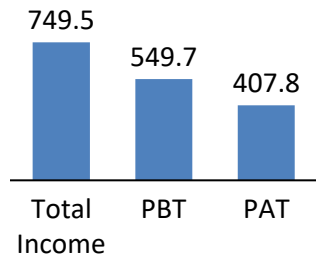
FY24



FY25



FY26

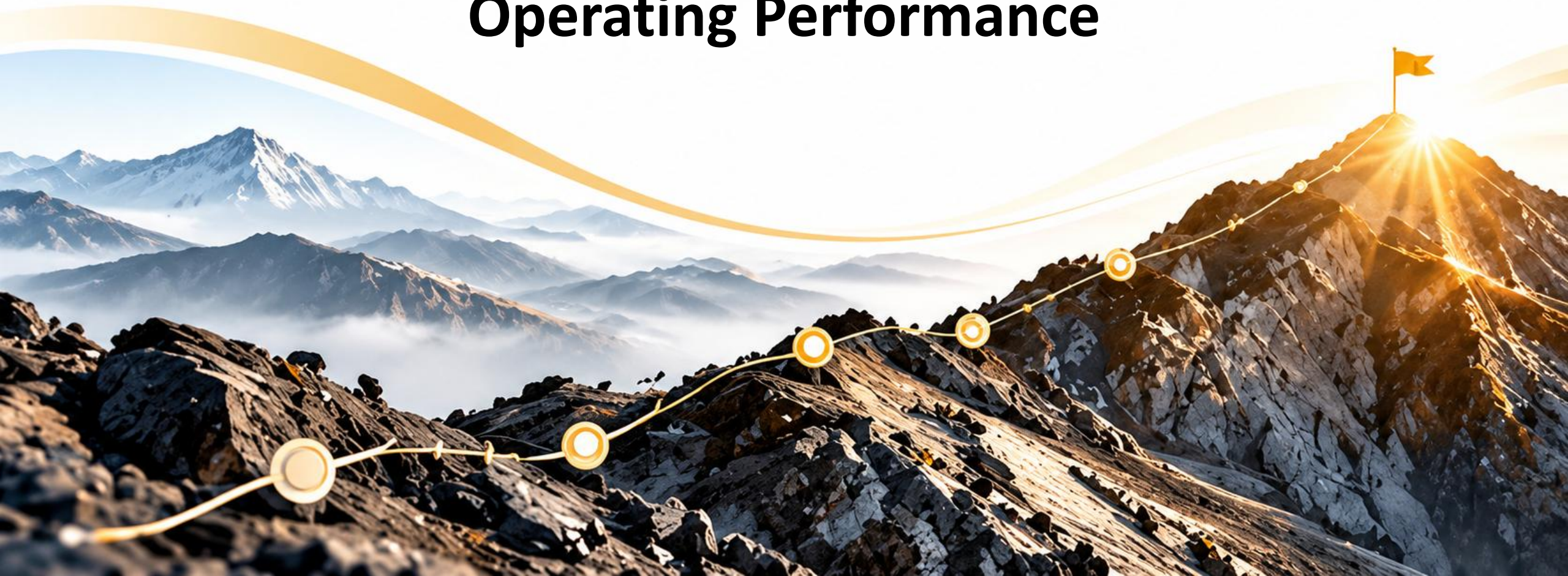


Q1 FY27 - Profit & Loss Line Items (Rs. Cr.)	Parent	Subsidiary	Adj.	Consol.	Rationale for elimination	Impact
Income						
Fee & Other Income	117.95	-	25.39	92.56	Fee and upside income earned from subsidiary trusts are eliminated	Reduction in the income
Other operating Income	9.6	20.88	11.89	18.59		
Interest Income	2.75	0.99	0.3	3.44	Interest earned on expenses funded by ARCIL from subsidiary trusts	
Other income	2.04	-	1.29	0.75	Other income earned from subsidiary trusts eliminated	
Major Expenses						
Finance Cost	24.99	0.3	0.3	24.99	Finance cost on expenses funded by ARCIL to subsidiary trusts	
Impairment of Financial Instruments/ Financial Assets	22.2	-	0.36	21.84	Impairment on financial instrument of subsidiary is also eliminated along with financial instrument at consol level.	
Other expenses	11.26	52.98	26.72	37.52	Resolution expenses incurred at Trust level are added as cost plus Management Fees charged is eliminated	Significant increase in expenses
Net loss/(gain) on fair value changes-Unrealised	-23.58	41.17	-	17.59	Fair value loss of subsidiaries is added	Significant increase in fair value loss
PAT	143.14	-72.58	-11.49	59.07	Substantial reduction in profits	

Standalone is a better representation of ARC Business

- Trust assets are held for the SR holders and ARCIL is a trustee of such trust. Trust are completely different from an operating company perspective.
- ARCIL earns income from these trusts which are classified as expenses or payable to ARCIL in the trust books
- Regulatory ratios such as CRAR and NOF are monitored on standalone basis

Historical Financial & Operating Performance



Standalone Statement of Profit and Loss

Particulars (Rs. Cr.)	FY26	FY25	FY24
Revenue from Operations			
Fees and Other Income	280.1	171.9	178.9
Other Operating Income (Investment Income)	191.3	192.3	82.3
Recovery of Security Receipts, Unrealized Fee & Expenses (written off earlier)	65.9	100.0	287.5
Interest Income	20.6	13.8	21.5
Net Gain on Fair Value Changes-Unrealised*	159.6	112.8	0.0
Total Revenue from Operations (I)	717.5	590.8	570.1
Other Income (II)	32.0	27.0	4.0
Total Income (III=I+II)	749.5	617.8	574.1
Expenses			
Finance Costs	36.2	12.5	5.2
Impairment, Depreciation & Amortization	10.3	6.1	4.3
Employee Benefits Expenses	63.6	60.9	55.7
Write off of Security Receipts, Unrealized Fee & Expenses*	51.2	31.1	49.3
Other Expenses	38.5	30.0	24.6
Net Loss on Fair Value Changes-Unrealised	0.0	0.0	25.8
Total Expenses (IV)	199.8	140.5	164.9
Profit before tax (V=III-IV)	549.7	477.2	409.2
Total Tax Expense (VI)	141.9	121.9	103.9
(Loss) / Profit for the period (VII=V-VI)	407.8	355.3	305.3

Note: *Net of Fair Value Impact of regulatory write offs which completed 8 Years during the period

Standalone Statement of Asset and Liabilities

Assets (Rs. Cr.)	FY26	FY25	FY24
Financial assets			
Cash and Bank Balances	98.8	258.7	409.5
Trade Receivables	122.4	72.1	73.0
Loans	19.9	0.0	0.0
Investments	4,024.7	2,771.7	2,062.4
Other Financial Assets	33.1	24.2	17.4
Total Financial Assets	4,298.9	3,126.6	2,562.3
Non-financial Assets			
Current Tax Assets (Net)	56.0	35.6	131.9
Property, Plant and Equipment	40.3	39.9	40.6
Other Non-Financial Assets	65.6	61.7	60.5
Total Non-financial Assets	162.0	137.2	233.0
TOTAL ASSETS	4,460.9	3,263.8	2,795.3

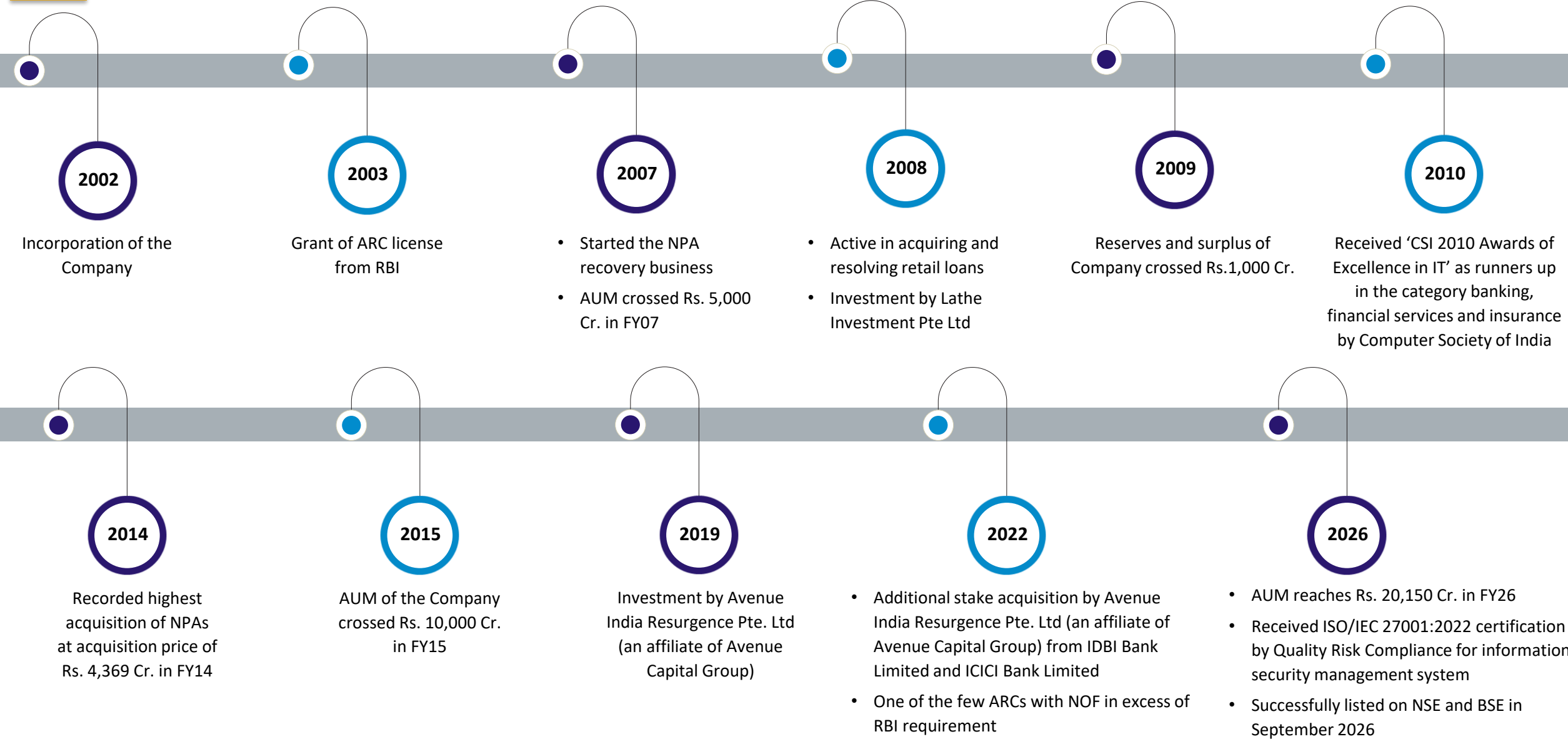
Liabilities & Equity (Rs. Cr.)	FY26	FY25	FY24
Financial Liabilities			
Borrowings (other than Debt securities)	1,205.5	305.9	149.9
Other Financial Liabilities	27.4	31.7	113.6
Total Financial Liabilities	1,232.9	337.6	263.5
Non-financial Liabilities			
Deferred Tax Liabilities (Net)	104.8	45.7	10.6
Other Non-Financial Liabilities / Provisions	43.6	112.8	58.7
Total Non-financial Liabilities	148.5	158.4	69.3
Equity			
Equity Share Capital	324.9	324.9	324.9
Reserves & Surplus	2,754.5	2,442.9	2,137.6
Total Equity	3,079.4	2,767.8	2,462.5
TOTAL LIABILITIES AND EQUITY	4,460.9	3,263.8	2,795.3

Figures may not add up due to rounding off

Annexures



Journey So Far & Key Milestone



Seasoned Board of Directors



**Narayanan
Subramaniam**

*Chairman and
Non-Executive Independent
Director*



**Phanindranath
Kakarla**

*Chief Executive Officer
and Managing Director*



Ashish Shukla

*Non-Executive
Director*



Sudarshan Sen

*Non-Executive
Director*



**Balachander
Rajaraman**

*Non-Executive
Independent Director*



**Raksha Shashikant
Kothari**

*Non-Executive
Independent Director*



**Prasad P
Naga**

*Non-Executive
Independent Director*

Experienced professionals from diverse industries instrumental in providing support and strategic direction

Experienced Leadership Team



**Pramod
Gupta**

*Chief Financial
Officer*



**Sumit
Manchanda**

*Chief Risk
Officer*



**Kapil Mohan
Rohilla**

*Head of Collection as
a Service (CaaS)*



**Anup Satish
Mittal**

*Head – Retail
Business*



**Gurleen Kaur
Chhabra**

*Head Legal & Head
Collection and
Resolution - Corporate*



**Ameet Ashok
Kela**

*Company Secretary
and Compliance
Officer, Head CSR*

Led by professionals and experienced team with extensive domain expertise and vision to scale up the business

Company :

Asset Reconstruction Company (India) Limited
CIN: U65999MH2002PLC134884

Ms. Anuradha Singh – VP Finance

E: IR@arcil.co.in

www.arcil.co.in



Investor Relations Advisor :

Strategic Growth Advisors Pvt. Ltd.
CIN: U74140MH2010PTC204285

SGA Strategic Growth Advisors

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Thank You

